



**CITY OF HAMILTON**  
**CITY MANAGER'S OFFICE**  
**Audit Services Division**

<b>TO:</b>	Chair and Members Audit, Finance and Administration Committee
<b>COMMITTEE DATE:</b>	April 13, 2015
<b>SUBJECT/REPORT NO:</b>	Follow Up of Audit Report 2013-09 - Community & Emergency Services - Hamilton Fire Department (HFD) Overtime (AUD15016) (City Wide)
<b>WARD(S) AFFECTED:</b>	City Wide
<b>PREPARED BY:</b>	Ann Pekaruk 905-546-2424 x4469
<b>SUBMITTED BY:</b>	Ann Pekaruk Director, Audit Services City Manager's Office
<b>SIGNATURE:</b>	

**RECOMMENDATION**

That Report AUD15016, respecting the follow up of Audit Report 2013-09, Community & Emergency Services - Hamilton Fire Department (HFD) Overtime, be received.

**EXECUTIVE SUMMARY**

Audit Report 2013-09 was originally issued in December, 2013 and management action plans with implementation timelines were included in the Report. In February, 2015, Internal Audit conducted a follow up exercise to determine if appropriate and timely actions had been taken. Of the 12 recommendations made in the original Report, four recommendations have been completed, five were in progress, one is no longer applicable and two remain not completed. Details of implementation specific to each recommendation are included in Appendix "A" to Report AUD15016.

***Alternatives for Consideration – Not Applicable***

**FINANCIAL – STAFFING – LEGAL IMPLICATIONS (for recommendation(s) only)**

Financial: Improved tracking of the overtime incurred would allow management to analyze the causes of the overtime and take actions that may reduce its cost.

Staffing: None.

Legal: None.

### **HISTORICAL BACKGROUND (Chronology of events)**

Audit Report 2013-09 Community & Emergency Services - Hamilton Fire Department (HFD) Overtime was originally issued in December, 2013. The report provided 12 recommendations for improving administrative controls and strengthening managerial oversight and accountability for overtime.

It is normal practice for Internal Audit to conduct follow up reviews within 12-18 months following the issuance of the original report in order to determine whether action plans committed to by department management have been implemented.

### **POLICY IMPLICATIONS AND LEGISLATED REQUIREMENTS**

Letter of Understanding between the Corporation of the City of Hamilton and the Hamilton Professional Firefighters Association I.A.F.F. Local 288 Re: 24-Hour Work Schedule Trial for the Suppression Division  
Fire Protection and Prevention Act (FPPA)

### **RELEVANT CONSULTATION**

The results of the follow up were provided to management responsible for the operational administration of the Hamilton Fire Department, a Division of Community and Emergency Services.

### **ANALYSIS AND RATIONALE FOR RECOMMENDATION**

**(Include Performance Measurement/Benchmarking Data if applicable)**

The report attached as Appendix "A" to Report AUD15016 contains the first three columns as originally reported in Report 2013-09 along with an added fourth column indicating Internal Audit's comments as a result of the follow up work. The original Addendum has also been updated with follow up comments.

There were 12 recommendations. Four recommendations were "Completed" and five were "In Progress" (automated timekeeping system for tracking regular and overtime hours; tracking and approval of overtime incurred beyond the end of the shift - waiting for relief and support for miscellaneous reasons; compliance with the Holiday/Lieu Day Draw policy; overtime tracking procedures). One recommendation was "No Longer Applicable" (staffing model). Two recommendations were "Not Completed" (full budgeting for overtime; 24 hour shift schedule - program evaluation). Appendix "A" to Report AUD15016 should be examined for details of implementation by recommendation.

Audit Services conducted this follow up assignment in conformity with the *International Standards for the Professional Practice of Internal Auditing*. Audit Services believes that the work performed provides a reasonable basis for the follow up comments and conclusions.

## **ALTERNATIVES FOR CONSIDERATION**

**(Include Financial, Staffing, Legal and Policy Implications and Pros and Cons for each alternative)**

Not applicable.

## **ALIGNMENT TO THE 2012 – 2015 STRATEGIC PLAN**

### **Strategic Priority #2**

Valued & Sustainable Services

*WE deliver high quality services that meet citizen needs and expectations, in a cost effective and responsible manner.*

#### **Strategic Objective**

2.1 Implement processes to improve services, leverage technology and validate cost effectiveness and efficiencies across the Corporation.

### **Strategic Priority #3**

Leadership & Governance

*WE work together to ensure we are a government that is respectful towards each other and that the community has confidence and trust in.*

#### **Strategic Objective**

3.4 Enhance opportunities for administrative and operational efficiencies.

## **APPENDICES AND SCHEDULES ATTACHED**

Appendix "A" to Report AUD15016

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